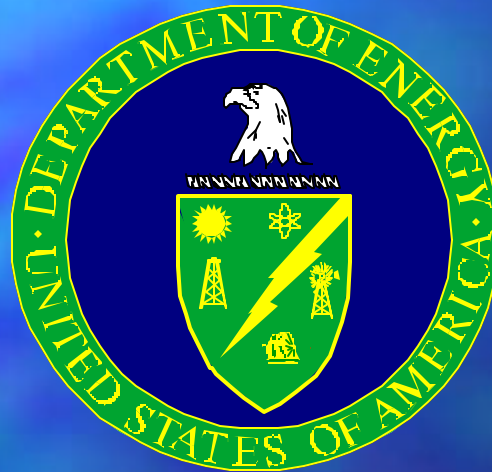


# Crisis Management for DOE Managers and Incident Commanders



U.S. Department of Energy  
Office of Environment, Safety, and Health

# Management Responsibilities Covered in this Presentation

- Emergency Planning
- Emergency Response
- Post-Crisis Recovery



# Planning



# The potential for a catastrophic event exists even in the best of Safety & Health processes!

- Electrocution
- Heart attack
- Fires/Explosions
- Falls
- Terrorism
- Workplace violence
- Industrial Accidents
- Motor vehicle crashes





**Every catastrophic personal  
injury loss is different;**

**Yet.... The management  
principles are similar.**



# How do you prepare for a crisis?

- An organized system for crisis management includes:
- Same management principles (planning, organizing, leading, & controlling) applied to an unexpected occurrence in our facility.
- Emergency Planning is the key.



# Written Plans in the Event of Crisis

- Occupant Emergency Plan
- Notification and Media Coordination plan
- Continuity of Operations Plan (COOP)
- Regulatory Inspection/Accident Investigation plan



# Regulatory Drivers

- OSHA Regulations require emergency planning for worker safety.
- GSA directives require an occupant emergency plan.
- U.S. Department of Energy ORDER DOE O 151.1A "Comprehensive Emergency Management System".
- Integrated Safety Management – Line Manager Responsibility and Accountability for Safety.





# Incident Command System (ICS)

- Manages emergencies through an organized system.
- Develop, implement, and exercise your DOE Occupant Emergency Plan.
- The system helps you to plan, lead, organize, control response & resources.



# Incident Command System (ICS)

- Establishes hierarchy for emergency action...not for everyday site management.
- Requires intimate knowledge of the facility, the people, emergency management, the emergency plan.
- Objective - enables managers to successfully manage a crisis.



# The Occupant Emergency Plan

- You should be familiar with it's contents, before an emergency!
- Command Structure.
- Roles and Responsibilities.
- Rosters.
- Emergency Numbers.
- Procedures.
- Assembly, shelter, and relocation areas.



# Take action to Implement the Occupant Emergency Plan

- Make discussion of the status of your office's emergency preparedness a regular safety topic of your staff meetings.
- Appoint and assure emergency wardens and floor monitors are trained for each of your physical office spaces.
- Determine and communicate, evacuation, safe sheltering locations, and procedures for your office spaces.





# Implement

- Establish a protocol to communicate emergency notification information between managers and staff with in your office.
- Encourage your wardens and monitors to take advantage of the Red Cross First Aid and CPR training.
- Assure full participation in emergency drills and training.



# Response



# All of a sudden...

- The alarm sounds, the dreaded phone call comes; “We have an emergency!”
- You have just been “elected” the crisis manager for your organization.
  - Your initial reaction...collect data!
  - Stop & think.
  - You will need every skill you have - and some you don't have, but others do.
- Your next words and actions determine your future!



# Crisis Management

- Call on your planning, training, background experiences, and knowledge.
- Think what needs to be done first?
- Prioritize your actions to save lives.
- Act on the information you do know.
- Find out information that you need to know.





# Crisis Management

- What resources will you need to manage the crisis?
  - People,
  - Equipment,
  - Services; police, fire, EMS, Hazmat, utilities,
  - Support personnel in your organization.
  - Emergency Info packet, emergency roster , call list, communications, (e.g. 2-way radio, cell phone, notebook and pen).



# Principles of Crisis Management

- Priorities are to: stop the initiating event;
- Assure personnel and public safety, take cover, re-locate, or evacuate;
- Assure prompt, appropriate care for the injured;
- Preserve respect & dignity for the injured, all of the "involved," the family, all others;
- Fix the problem, not the blame;
- Restore "normal" operations;
- Prevent recurrence.



# Initial Responsibilities

- Stop the event, manage the incident and scene safety.
- Gain composure & take control:
  - Self;
  - Management team;
  - Witnesses.
- Direct command post, or assembly area activities, scene safety & area isolation.
- Calm things down.



# Take Control

- Take your own pulse.
- Take your emergency info packet with you when you evacuate or go to shelter.
- Get the incident stabilized.
- Stop un-necessary activity.
- Take control of the assembly or shelter area!
- Establish access controls, command post, assembly area, and medical triage areas.
- Ensure the area is safe & protect employees responders, rescuers.





# Take Control

- Account for your staff. Try to determine who is missing.
- Monitor conditions and act to insure safety.
- Plan rescue, determine resources.
- Minimize discussion about the details of the incident.
- Have witnesses write first hand accounts of what they know. Report critical information obtained to law enforcement or rescue personnel quickly.



# Medical Care for the Injured

- Identify and organize all first aid CPR trained individuals at the assembly area.
- Set up first aid area.
- Who is injured?
- What type & extent of injuries?
- What is the location & position of the injured.
- What treatment is being rendered?
- What hospital are they going to?



# Notifications and Public Communications-Stick to the Facts

- Facts are more accurate & generate less debate.
- Minimize speculation and too much detail, particularly by others who want to “conclusion jump.”
- Provide basic information only...Even if you “know” what happened, advise:
  - *“The incident is still under investigation.”*



# Handling Multiple “Interests”

- Consider written plans, developed in advance of the loss:
  - Continuity of Operations Plan (COOP);
  - Media Coordination Plan.
- Utilize the hierarchy of the Incident Command System and your COOP to direct activities & information.





# Recovery



# Interested Parties...

- People who will be interested in knowing about what happened:
  - Family members;
  - HQ Senior Executives;
  - EH Accident Investigators;
  - Legal;
  - Regulatory Agencies;
  - The Media;
  - "Third Parties"
  - Other Employees.



# Ending Business Interruption

- Establish approximate time-frame for release of operations to resume again.
- Look for clues during start-up.
- Ensure that the investigator is present for resumption of business.
- Determine staff needed for re-entry/restart.
- Make sure that corrective actions remain viable.



# Incident Investigation

- If a Type A or B accident investigation board is appointed, your staff will need help handling the investigation. This is a “special” task.
- With these types of incidents, superior investigation skills & experience are required.
- Contact the EH accident investigation team, 301-903-4839, for help.
- Help to prepare the investigation plan and collect data.





# Viable Corrective Action

- The site is “under the microscope” for a reason.
  - Fix the problem, not the blame.
  - Injuries are never just the result of carelessness.
  - Management systems review and correction needed - short & long-term.
- Implement training, engineering controls first, then administrative controls, then protective equipment.



# Closing Thoughts

- Use the DOE Employee Assistance Program for critical stress de-briefing of emergency responders, family members, co-workers.
- Realize emotional effects can be delayed, support needs to be ongoing.
- What people want is a return to normal.
- Act decisively, provide reassurance, people look to you for direction.



# Closing Thoughts

- Get people back to work as quickly as possible.
- Provide positive, supportive actions people can take.
- Ensure that corrective actions are effective & upheld.
- Carry the lessons learned with you.



# For assistance contact:

- Office of Safety and Health (EH-5)  
at (301) 903-6061  
or [whs.response@eh.doe.gov](mailto:whs.response@eh.doe.gov) .

